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ABSTRACT

A master plan was prepared for the development of public telecommunications in the Commonwealth of Virginia. The summary of main findings and recommendations were the result of various master state plan surveys, questionnaires and studies. It was found that: the development of a statewide public telecommunication system is frustrated because of a lack of hardware in schools; little or no preservice training for teachers and administrators; low annual operating budgets for educational television stations together with an obsolete method of funding public school TV programing; and the lack of current instructional technology of any real consequence. Further, the existing system appeared to lack a comprehensive mission, and the existing policies and programs were found to retard the innovative uses of technologies other than television broadcasting. It was suggested that the relationship between the Commonwealth and media organizations be carefully defined and managed. The study recommended limits be placed on the Virginia Public Telecommunications Council (VPTC) although the Council was directed to determine day-to-day task and resource applications. Also recommended was a special role for the public schools. (WCM)

ED092155

MASTER STATE PLAN

for

PUBLIC TELECOMMUNICATIONS

PART I

Pursuant to
Code of Virginia, Title 22, Chapter 16,
and Title 15.1, & 15.1-23.1

VIRGINIA PUBLIC TELECOMMUNICATIONS COUNCIL

COMMONWEALTH OF VIRGINIA

Adopted

October 2, 1973

IR 000 716

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SUMMARY OF MAIN FINDINGS AND RECOMMENDATIONS YIELDED BY VARIOUS MASTER STATE PLAN SURVEYS, QUESTIONNAIRES AND STUDIES

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Findings: (no rank order intended)

A) Instructional uses of television in public schools across the state, while definitely of great value, seem seriously frustrated by a relatively low incidence of MATV systems, TV receivers and VTR machines. For example, we now have around 100 pupils per TV receiver; we should have a ratio of around 25-to-1. We now have around 1 VTR machine per 5 schools; we should probably average at least 3 machines per school. Even though we now have MATV systems in only about half the schools of the state, we should have virtually every school so equipped.

B) Instructional applications of television and other telecommunications technologies in our public schools are sharply inhibited by little or no relevant pre-service training for teachers and administrators. And our field force of utilization specialists to assist local school personnel in making proper uses of ITV material is pathetically small. For example, we have only one such specialist to serve all the schools in all the counties, cities and towns from Lee County east to Lynchburg (These findings are not adduced to point up any negligence on the part of the Department of Education or the local ETV organization; quite the contrary, these agencies have tried very hard to find coping remedies. The resources and policies currently available to them have remained woefully inadequate to the task.)

C) Our ETV stations show a poor ratio of Annual Operating Funds to Current Capital Investment. While the AOF should represent at least 50% of CCI, the ratio for the 5 Virginia licensees now falls into the 30%-40% range. This means that the "advanced" capital holdings of the ETV organizations are not now being used to design, produce, transmit, distribute, apply or evaluate as many instructional, informational, community service and cultural projects as their facility potentials indicate they might. Television is a labor-intensive technology. A laggard AOF level generally indicates inadequate staffing, and makes it very difficult, if not impossible, for a large-scale facility to be utilized at a productivity rate which tends toward over-all cost-effectiveness.

D) The present method of funding public school TV programming by long-standing "capitation" fees is obsolete for several reasons. It has no real potential for funding growth across the state generally: school popula-

tions are stabilizing in some areas, declining in others; in any event, pupil demographies and ITV utilization show no clear pattern of correlation. It is proving insensitive to inflationary cost rises in the ETV organizations: while costs have risen something like 15% in ETV in recent years, ITV income rates in Virginia have for the most part remained unchanged. The present ITV monies are highly vulnerable to emergency budget cutting at the local level: teacher militancy has often required school boards to grant significant salary raises without any means for adjusting school revenues correspondingly, a situation which frequently leads to lopping off various "non-critical" internal expenses like ITV. (The fact that ITV is adjudged "non-critical" to school operations is unquestionably a consequence of the baleful factors enumerated in A and B above.) The method is failing to secure the sense of institutional "commitment" originally intended: school divisions which "pay in" to get ITV programs show highly variable utilization intensities; teachers within those divisions often seem altogether unaware of the financial arrangements in effect to bring them ITV programming; many local school administrators pay little or no practical attention to the results of their ITV "investments," be they large or small: there is a fair amount of "ITV bootlegging," intentional or accidental, in the "uncommitted" divisions. The present ITV payment policies inhibit or prevent "universal" curricular applications of ITV: divisions which have not "paid in" are sometimes effectively barred from making use of materials developed by the State Department for general use around the state. The policies make it virtually impossible for a school, or division, which can actually receive ITV programs from two or more ETV organizations to make constructive classroom application of signals emanating from stations outside the particular public telecommunications district to which the school has been administratively assigned. (The converse is no less true: ETV organizations are prevented from working with schools outside their assigned districts, even when the schools would very much like them to do so.) The present payment method leads to dangerous fiscal "entropies:" If a school division fails to subscribe its own "share" of ITV payments, the state monies cannot be paid the ETV organization in whose assigned district the division falls, thus having the effect of reducing the cost-effectiveness (or even critical minimums) of ITV projects undertaken by the remaining divisions in the same district; in at least two of the present districts the drop-out of a single large school division would probably result in the loss of any-but-shadow ITV services to the remaining divisions. The present ITV payment methods tend to discourage programming coordination and the use of new telecommunications delivery systems like CATV and videocassettes: the dependent "client" relationships engendered

pull the regional ETV organizations toward anxiously catering to the parochially-defined programming predilections of their larger school subscribers, sometimes resulting in wastful duplication of efforts undertaken elsewhere in the state; at the same time, these understandable pressures to please local school clients in order to earn desperately-needed income have the retarding effect of emphasizing broadcast delivery methods which, practically speaking, now define the "marketplace" of school-to-ETV funding relationship. The present method of ITV financing lacks the management controls by which performance accountability normally should be governed: the individual school divisions are the only ITV "contractors," yet they lack any really effective coordinated means of specifying, monitoring and stringently evaluating their own annual investments in ITV services. (This is not to say that the ETV organizations have not made really commendable efforts to provide high professional stewardship to the ITV monies they have received from the schools: quite the contrary. It stands to reason, however, that it is unlikely that a contractee can ever fulfill his own service role while at the same time trying to play out the opposite part of the contractor's manager.)

E) Instructional technology is not yet a force of any real consequence in the routine academic and extension operations of our community colleges and other institutions of higher learning. However, there are encouraging signs that leadership energies are available (notably at VPI and in the Community College System) to undertake significant innovating changes in this unfortunate condition if certain telecommunications facilities, capacities and products can be made available without high cost or without the imposition of administrative or logistical burdens.

F) A great many of our state agencies have impressive, even urgent, responsibilities in both the training and informational domains. Most of these public service responsibilities cannot be met adequately, or at all, with traditional methods, staff and resources. The public telecommunications resources already in existence can contribute toward an efficient and "new departure" resolution of these problems if responsive "service interface mechanisms" can be devised.

G) Our publically-owned, non-commercial radio stations are, for the most part, low-powered, under-subscribed, under-staffed and inexactly dedicated to the sorts of functional tasks the Commonwealth might reasonably set for them should a comprehensive public telecommunications effort be undertaken. Radio is now of little importance in the delivery of instructional and informational services to the citizens and institutions of Virginia. Yet radio, because of its relatively low cost-profiles

and its wide circulation characteristics, could become an important telecommunications mechanism in resolving many of the training, educational and informational tasks confronting the Commonwealth government.

H) Respect for the time-honored concept of a "free marketplace for ideas" should impel the Commonwealth to continue to shun domination of large-scale mass media organs, including the present ETV stations. This need not mean that the Commonwealth cannot obtain from these organs the vital telecommunications services, capacities and products it legitimately needs to carry out its own instructional and informational obligations. But it does mean that the relationship between the Commonwealth and the media organizations must be carefully defined and managed: so that the Commonwealth gets exactly what public telecommunication elements it needs at a fair price; so that the media can undertake highly functional design tasks consistent with their chartered purposes; so that the media can develop the financial base they need to grow strong; and so that the media can carry on various "public service" relationships with private community interests totally independent of Commonwealth regulation, censorship or involvement. We believe these principles were envisioned in the original ETV legislation. But the traditional "grant" relationship now seems unsatisfactory to these ends in the very sensitive area of program services. Classically, a grant by government to a private body is made to further the grantee's particular purposes which (presumably) are generally consistent with those of the grantor. Almost inevitably, however, a need for accountability of such tax funds leads the government to evolve and enforce conditions which more or less prescribe the purposes of the grant, an emerging prescription that may sooner or later lose an essential conformity with the grantee's own original goals. Instead of fostering the aspirations of the recipient, such a governmental grant may serve only to advance the separate inclinations of the powerful giver. A contract has a very different and much "cleaner" spirit. A contract drawn between government and a private body seeks to obtain for the contractor explicit services or products from the contractee. The contract specifies the precise objectives of the contractor, not those of the contractee. Unlike a grant, a contract cannot "shift" its emphasis from the goals of payee to those of the payer: the legal emphasis is always on the objectives of the payer. If the contract tasks are not manifestly inconsistent with the fundamental responsibilities of the contractee, the relationship undertaken has at least a business like clarity; if the tasks are highly consistent with the chartered responsibilities of the contractee, the ensuing relationship can also reflect a high ethical order. Grant

programs can sometimes lead to unexpected and unwanted compromises by a beholden grantee; contract policies tend naturally to keep relationships which are steady and clear, free from policy surprises, unexpected "goal shifts," and unforeseen entanglements arising from overly rigorous accountability demands. A contract mechanism would also facilitate the Commonwealth's assignment of strongly differing telecommunications tasks among the public telecommunications entities on the basis of their various capacities, facilities and proven professional competences. Existing grant procedures in the programming area would necessarily tend to cause the Commonwealth to treat them essentially as "equals."

I) The present public telecommunications policies and programs in Virginia tend to retard the innovative uses of technologies other than television broadcasting. Even where other media are beginning to be utilized, there is a tendency to do so only in some "linear" relationship to a broadcasting enterprise. As indicated previously, this is likely to be a result of current ITV funding practices which regard broadcast television as the dominant source of public telecommunications revenue. (It should be pointed out that these tendencies are true in spite of the fact that the chief executives of the public telecommunications entities are, without exception, strongly committed, on a professional basis, to a service doctrine far more extensive than that dependent on television broadcasting alone.) While pragmatic experimentation to ascertain how best to employ new technologies like videocassetts and CATV is necessary, policy constraints or oversights which artificially or accidentally inhibit their strategic application to significant communications tasks should be corrected. Or putting the matter more positively, ways should be found to yoke new delivery systems and communications techniques to consequential Commonwealth tasks. The direct and continuous involvement of professional expertise available from the telecommunications entities, the public school sector and from other organs of the Commonwealth is especially important in the rational development of CATV in Virginia.

Recommendations:

In light of the foregoing, we recommend that the policies described in Chapter I-V and the summary of staff duties in Chapter VI be adopted as central policy elements constituting a new Master State Plan. The policies described will tend to:

A) provide more local monies with which to correct the school "hardware" deficits shown in A

B) lead to conditions which can help overcome the more pressing of the identified school personnel deficits

C) improve the ratio of Annual Operating Funds to Current Capital Investment at the established public telecommunications entities, thus increasing their productivity rates and enhancing the cost-effectiveness of projects executed through their facilities

D) put the funding of school ITV operations on a pedagogical need-and-task basis and eliminate dependence on largely irrevelant "head counting:" take into careful account the actual costs to be incurred in providing needed ITV services; remove ITV funding from the accidental vulnerability of local budget-cutting in the face of increased salary demands by teachers; convert local school ITV commitment from an act of pro-forma bookkeeping to a more active one of undertaking locally-needed technical and staff improvements; eliminate ITV bootlegging and universalize the service across the state; let all schools and ITV suppliers forge dynamic and constructive relationships built on pedagogic needs and possibilities rather than those prescribed by administrative fiat; promote state-wide ITV program planning and coordination without jeopardizing income potentials; enlarge the educational marketplace for each of the public telecommunications entities and free school "clients" from illogical geographic constraints; eliminate the dangerous "entropy" of unexpendable state ITV funds; establish a vigorous, professional management mechanism to oversee the consequences of tax-dollars paid for ITV services, capacities and products

E) provide the telecommunications resources needed to facilitate an innovative "take-off" by our institutions of higher learning without having to "take on" heavy and premature investments in new facilities and personnel

F) make it possible for the full range of state agencies to make regular, rationalized and efficient use of existing public telecommunications capacities to further their public service offerings and carry out their training delegations

G) begin to employ low-cost radio facilities as well as CATV and modern technologies other than broadcast television to extend instructional and informational materials to both mass and special clienteles

H) protect the programming integrity of our privately owned ETV stations while obtaining for the Commonwealth at a fair price, the various telecommunications services, capacities and products needed from them, and doing so in a legal framework of business-like clarity, high ethical potential, and rational state management.

I) involve more directly and continuously in CATV and other important technologies the professional expertise available from the public telecommunications entities, the public school sector and from the other organs of the Commonwealth.

POLICY ELEMENTS OF MASTER STATE PLAN FOR PUBLIC TELECOMMUNICATIONS IN VIRGINIA

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CHAPTER I

GENERAL POLICIES RELATING TO CONTRACTUAL RELATIONSHIPS BETWEEN THE VPTC (ON BEHALF OF THE ORGANS OF THE COMMONWEALTH GOVERNMENT) AND THE ESTABLISHED PUBLIC TELECOMMUNICATIONS ENTITIES, OTHER NON-COMMERCIAL RADIO AND TELEVISION FACILITIES BASED IN VIRGINIA, OR OTHER SUPPLIERS

The VPTC will be empowered to enter into annual or shorter term, contractual relationships with public, non-commercial telecommunications entities and organizations for the purpose of obtaining for one or more of the organs of Commonwealth government,* specified telecommunications services, capacities and products. (These might include such contractable items as broadcast transmission time, videocassette programs, film materials, TV receiver repairs, TV antenna installations, testing and research operations and electromagnetic tape duplication.) These contracts, to be drawn up by the VPTC (with the help and consent of the Attorney General) will contain or reflect, where appropriate, the following elements, attributes and conditions:

1) The various telecommunications tasks to be performed and the services, capacities or products to be provided, or made available, by the contracting entity must be specified with such descriptive clarity as will allow subsequent evaluation of the performance of the contractee by VPTC. These services, capacities and products will be identified in the contract through an elaboration of one or more of the following task specification categories. (Also note Section 8.)

   a) *Broadcast Transmission*—shown in the total hours, schedule-hour ranges and schedule-calendar ranges to be allowed VPTC use on identified transmitters/translators (but always with the provision that explicit program clearance must rest legally with the licensee involved.)

   b) *Program Production*—shown as total hours (or specific schedule hours) of identified manned-facility configurations to be made available to VPTC for the rehearsal and execution of audio, video or audio-video program materials. The properly maintained manned-facility configurations to be enumerated or comprehended (on an hour-use count except where otherwise shown) will include various

*Including the Department of Education, the Department of Community Colleges, the Virginia Museum of Fine Arts, other state agencies and institutions and all local public school divisions, but otherwise excluding the counties, cities and towns.

of the following facility categories: (Specific inventory lists can be made attachments to the contract instruments in order to avoid burdensome detail.)

—the designated studio/control room spaces

—the specialized vehicles to be used in remote tele-production or field fiiming

—the numbers and kinds of television cameras (color, black-and-white, IO, vidicon, etc.)

—the approximate number and general kinds of microphones and appurtenances (boom, lavalier, FM, general pick-up, etc.)

—the numbers and general kinds of video switchers, audio consoles, tele-cine systems, audio recording and reproduction devices, and videotape record and/or playback machines

—the general kinds of lighting arrays and control mechanisms

—the numbers and kinds of camera pedestals, booms, tripods and mounts

—the kinds of production inter-com systems

—the numbers and kinds of motion picture cameras and related sound systems, including synchronous audiotape recorders (any film raw stock and processing costs to be incurred in connection with television-type programs made under the contract will be borne directly by the VPTC or by the affected Commonwealth organ)

—the number and general kinds of film editing facilities, including editing tables, viewers, splicers, readers, projectors, synchronizers and the like

—the numbers and kinds of videotape editing and dubbing machines and appliances

—the numbers and kinds of character generators and similar special video effects devices

—the numbers and kinds of mobile and/or emergency power generators

—the numbers and kinds of microwave or other sender/receiver systems for audiovideo, video or audio

—the general kinds of graphic and still-photographic production facilities (raw materials will be billed to VPTC against an agreed-on total for such expenses)

—the general kinds of studio staging sets and devices already on hand for program use. (Costs of any special construction or acquisition of scenic properties must be borne directly by the VPTC or the affected Commonwealth organ.)

—the general kinds of clerical facilities (typewriters, dictating machines, duplicators, telephone, etc.) expressed as the number of

clerical man-hours allowable for production-supportive clerical work using such facilities

The contractee must show that it will consistently make available the numbers of appositely skilled persons to operate expertly the various equipment configurations and other facilities to be involved in contract production efforts. (In computing demand and use rates, an hour will be defined as a continuous time interval of not more than 60 and not less than 15 minutes. Continuous intervals of shorter duration will not be counted. Adjacent programs in a transmission schedule will be counted as continuous if no more than five minutes of filler material falls between. It will be the responsibility of the contractee to keep records and report on the "timed" expenditures incurred under the contract. VPTC concurrence will be required.)

c) *Technical Services*—shown as the numbers of appositely skilled adequately-equipped technicians* who will be made consistently available in the field to help local school personnel in the contractee's telecommunications district** to:

—determine precise needs for, plan, purchase, evaluate, approve or install TVand FM receivers, MATV and CCTV systems, VTR machines, audio learning laboratories, electronic study carrels and other such telecommunications devices and systems.

—adjust, maintain and repair such school-owned telecommunications gear and instruct school personnel (and students) in its proper uses

—supervise the installation and maintenance of such gear by commercial suppliers and service firms

—advise architectural planners as to telecommunications provisions needed in school structures or designs.

The contractee must show that these same technicians will maintain adequate records of all such service transactions and activities. Where required, these records will conform to standard procedures and formats set forth by VPTC. The scheduling of technicians will, in general, be left to the contractees and to the demands of local school officials, except that the VPTC will have the right to require the technicians to confer with its staff or consultants for as many

*The VPTC, acting in consultation with the Technical Services and other engineering personnel of the contractee organizations, will establish minimum standards for the skills and equipment configurations to be considered adequate to the purposes of the Technical Services component of the contract.

**The present telecommunications districts will remain in force for the orderly assignments of responsibilities within the technical services component of the contract, although some geographic lines will be redrawn from time to time (to conform more closely to Planning District units) and the district lines will no longer have monetary impact on "school participation" in particular ITV projects.

as two days per calendar quarter. The travel cost associated with these conferences will be borne as a part of the contract. (In computing the cost of the Technical Services Contract component, travel-lodging expenses to be incurred in connection with field trips and conferences shall not constitute more than 25% of the total item; and parts, supplies and equipment for testing, monitoring and demonstration shall not constitute more than 25% of the total.) It is to be assumed that the affected local school divisions are to provide funds, equipment and supplies necessary to effect any large-scale telecommunication installations or acquisitions on their property.

d) *Program Recording & Duplication Services*—shown as the numbers of copies of VTR (or audiotape) program units of an identified technical format which can be duplicated within a specified time interval. Calendar schedule constraints, if any, must be shown. It is to be assumed that the VPTC must provide, outside the contract, the raw tape stock, holders and cartons to be required for any such recording or duplication services, except that, unless otherwise instructed by the VPTC (or its delegated agents), the contractee will provide within the contract fees one master quadrature VTR recording of any and all television programs to be produced under the contract arrangements (or one high-quality sound recording of any and all audio programs), which tape shall be maintained for viewing or other use for a period of four weeks from completion. If this taped program is to be maintained beyond that time, the VPTC or other Commonwealth agency will buy the tape at its original cost to the contractee. (Also note Section 11.)

e) *Program Distribution Services*—shown as the numbers of VTR (or audio-recorded) program units which can be packaged for shipment (or for delivery) to CATV systems, schools, libraries, community colleges or other addresses within a specified time interval. Calendar schedule constraints, if any, must be shown. The method of shipment and delivery must be identified. If shipment is to be accomplished through U.S. Postal or commercial express means, it is to be assumed that the contractee is not directly to bear such costs itself. Where the delivery is to be undertaken with vehicles operated by the contractee's own employees the cost can be borne as a part of the payment if so computed.

f) *Program Design Services*—shown as the numbers of appositely-skilled producers, directors, graphics artists, writers, photographers, researchers and other professional "media specialist" who can be made available from the contractee's own regular staff to help VPTC

or other organs of the Commonwealth government—including also the local schools—plan, structure, prepare, format, design, test and evaluate audio and video programs and program materials suitable to, and allowable under, the contract. Where there are to be significant hour limitations on the professional availability of such persons or categories, these constraints must be shown in the contract itself. While the daily assignment of such staff persons is to rest with the contractee (as discussed below in sections 5 and 6), the VPTC, on behalf of the Commonwealth organs involved in particular programming projects, will have the privilege of recommending the assignments of specific individuals.

g) *Mechanical Programming And Switching Services*—shown as the number of hours of manned-facility configurations required to play back film, videotape, audiotape or other mechanically-reproduced audio-video materials and/or to switch audio-video or data signals into, or between, transmitters, translators, interconnection systems, preview monitors dubbing banks, and other electronic distribution points, both within and outside the contractee's equipment domain. (Clerical "traffic" services could be included in this contract component.)

2)* The "fixed fee" charges for the specified services, capacities and products to be provided or made available by the contractee will be negotiated in a context of adequate, but confidential, disclosure as to the actual costs reasonably expected to be borne by the contractee in undertaking the defined obligations, and with the understanding that the total of such charges shall not be in excess of the total of such costs except that the total charge may be increased by an "institutional growth" figure of 5%. (Proper overhead and depreciation will be routinely allowed in computing costs and charges.)
In the computation of allowable overhead charges appropriate to a Public Telecommunications Services contract, the VPTC will take into account that contractees which operate broadcasting stations under federal license have serious financial and legal obligations which arise from community program responsibilities broader than those envisioned for the Commonwealth's own governmentally-related and contract-supported programming. The VPTC cannot, and should not, provide monies under such a contract for the purpose of allowing a contractee organization to undertake programming projects other than those which relate directly to the established needs of the Commonwealth Government, or one of its dependent organs, as specified in a contract, the

*See Section 17 for certain exceptions to this section.

terms of which are consistent with the relevant definitions stated in Section 22-332 of the Public Telecommunications Act of 1972. It is contemplated that the contractee will be allowed to fulfill all Federal reporting requirements with respect to such charges.

As a matter of policy, the VPTC will seek from each non-state owned, non-commercial public telecommunications entity with which a contract is proposed, or negotiated, a firm assurance that the corporate structure of the contractee organization is such that two important conditions are met:

1) the composition of the governing board will include three or more public members-at-large nominated and elected totally without reference to the relationship of the individuals involved to any single public school division or any single state-supported institution of higher education;

2) the governing board will not be empowered through its by-laws formally to assess any public school division or state-supported institutions of higher education legally represented on the board for either capital or operating costs directly associated with the entity's chartered activities.

(The latter condition should not be construed to mean that these tax-supported educational units cannot:

a) voluntarily contribute local funds to the entity if they so wish and if otherwise allowable;

b) pay in some purely nominal annual membership fee in order to participate on the entity's governing board or;

c) contract independently with the entity for telecommunications services, capacities or products not then available under a VPTC Public Telecommunications Services Contract of the sort described herein.

In the instance of any such independently arranged contracts, the VPTC must be consulted beforehand to establish whether or not the desired services, capacities or products are in fact available under the allowances of an existing or proposed VPTC contract with the contractee in question.)

These conditions are necessary because the VPTC, representing as it will the interests of the people of Virginia as well as of all the organs of the Commonwealth government including the local public school divisions, does not believe it appropriate for tax-supported educational units to have any enduring and separate financial obligations to the corporate telecommunications entities with which the VPTC will undertake contractual (or related grant) relationships under the terms of Part One of the Master State Plan for Public Telecommunications.

Moreover, the VPTC believes it imperative that the non-state-owned, non-commercial public telecommunications entities in Virginia be governed by boards composed of public-spirited persons who represent the pluralistic interests of both identified educational institutions and the community-at-large. Entity boards so constituted, when freed of dependence on institutional assessments, can, and must, become more active and imaginative in finding other, more appropriate sources of funding support for those important community programming activities which necessarily and wisely lie outside the scope of VPTC involvement.

In nominating persons to serve on their governing board structures, the entities should be especially careful to choose those outstanding citizens who have demonstrated a high sense of dedication to the public good and who have clearly evidenced an active willingness to contribute their time, energies and leadership to the advancement of public telecommunications in their own community and across the Commonwealth.

The entities must make their selections without regard to race, sex, religion, color or national origin, taking special care to ensure that selection techniques do not discriminate in any way against women or members of minority groups.

3) The VPTC will be promised adequate, frequent and regular opportunities to observe and evaluate performance of the contractee with respect to the products, facilities and capacities specified; and the VPTC (acting with the State Auditor of Public Accounts) will have confidential audit access to the books and records to be maintained by the entity in connection with the contract and in conformity with any requirements set out by the State Auditor.

4) The contract parties will set up an arbitration committee to review and resolve any disagreement arising as to the performance of the contractee or the obligations of the Commonwealth. The committee shall be composed of equal numbers of representatives chosen by the VPTC and the entity itself, with an equal number of "public" members chosen by, or agreeable to, the contracting parties.

5) The determination of the applications of contracted resources (i.e. for transmission, programming, production, duplication and the like) shall rest formally with VPTC. It will be understood, however, that the assignment of all facilities, capacities and personnel by the contractee to explicit task applications will be managed and directed by the contractee. The VPTC will observe any reasonable notice deadlines and related procedures to be established, as required, by the contractee. As a general rule, the VPTC will inform the contractee of applications

requirements (including scheduling needs) as far in advance as they can become known to the Commonwealth organs involved. The VPTC will make applications assignments to those Commonwealth organs requesting, setting rationalized priorities among the requests as required and ever keeping in mind the need to avoid waste and redundancy.

The contract, when drawn annually by the VPTC with the established telecommunications entities, will always show precise allocations ratios for the specified capacities, services and products as they will be made available from the contractee for:

a) the Department of Education
b) the Department of Community Colleges
c) an aggregate of all other state agencies and institutions
d) the local public school divisions which can be actively served by transmissions emanating from the contractee.

In establishing these ratios and allocations, the VPTC will consult directly with the Commonwealth organs involved, except that, as a practical matter, the VPTC will identify the contract resources needed annually by local public school divisions for their own programming purposes through the procedures outlined here below.

The VPTC will identify through annual technical studies which local schools can receive programs transmitted by which of the established telecommunications entities. (Such transmissions can be effected by means of direct broadcasts through the entity's own transmitters or translators, by simultaneous CATV carriage of the entity's broadcast signals, or by CATV redifussion of signals supplied through a direct electronic interconnection between the entity and the CATV head-end facility.)

Any local school division having one or more schools at which entity transmissions can be regularly received with adequate technical quality will be designated by VPTC as being "on the entity's potential school service list." Such a list will be provided each telecommunications entity no later than October 15* in the fiscal year preceding the year of contract. Each entity must contact the superintendents for all the divisions shown on its potential school service list by no later than November 15* of that same year to determine whether the identified divisions are actively interested in taking part in the instructional contract planning activities to be conducted by the entity. (A school divison may elect to participate in the instructional contract planning of more than one telecommunications entity.) The entities will furnish the VPTC and the Department of Education a final listing of affirmed school service participants no later than Dec. 1* of the same year. If a telecommuni-

cations entity has received no response to its inquiry from a school division identified on its potential school service list by December 15* of the same year, it may assume a negative indication for that division.

Each telecommunications entity will then proceed to form a "regional schools contract planning committee" (RSCPC) to be composed of:

a) one representative from each of the participating school divisions, appointed by the superintendent,

b) one representative named by the Division of Telecommunications of the Department of Education,

c) one staff representative appointed by the chief operation officer of the entity itself.

At the committee's first meeting the group will elect one of its school division representatives to serve as chairman. The entity's staff representative will serve as secretary, charged with preparing minutes, collecting documents, and drawing up the final report and recommendations.

It will be the function of RSCPC to recommend to VPTC the various eligible and accountable telecommunications services, capacities and programs which should be made available, through the contracting entity, to the affected public school divisions under terms of the contract in the fiscal year to come. Any recommendation as to programs shall be transmitted also to the State Board of Education.

The VPTC will make its staff available to answer questions from each RSCPC about policies governing the terms, conditions, elements and likely funding levels of the contract to be drawn.

As a matter of practical protocol, the VPTC wishes to have each RSCPC recommendation come forward to the Commonwealth government through formal submissions made by those divisional superintendents whose representatives have taken part in one or more of the various RSCPCs. The submissions, which might take the form of written concurrences or exceptions, should be directed to the VPTC through the Department of Education. A deadline of Feb. 1* should be set. If the superintendent from a school division which took part in RSCPC deliberations does not communicate with the Department of Education by Feb. 1,* it will be assumed that he (or she) concurs with the recommendations made by the RSCPC(s) on which his (or her)

*—or at a convenient date to be set by the VPTC and the Department of Education.

representative sat. The VPTC will act formally on the final recommendations adopted for each entity (prior to Mar. 1)* by the State Board of Education from the aggregated submissions of the local divisional superintendents.

The VPTC, the Attorney General and the entity should then undertake the necessary negotiations leading to contracts in time to complete and authorize these documents prior to the start of the fiscal year to begin on July 1. To the degree possible, the RSCPC should remain available to consult with the telecommunications entity which formed it, the various local superintendents, the Board of Education or the VPTC during the period of contract finalization.

Once a contract is drawn and authorized, a RSCPC can be dissolved unless the school divisions involved wish it to remain as an advisory group on public school projects to be operated as a result of the contract with VPTC. The contractee will also be free to form any other advisory groups on public school instructional programming issues arising from the contract arrangements so long as the invitation to participate in the work of such groups does not systematically exclude any school division represented on the RSCPC for the contract year in question.

During the contract year itself, the VPTC will rely on the contractee to manage on a day-to-day basis the various capacities, services and products made available under the contract to the public schools actively served by transmissions from the contractee. The VPTC expects, however, that the contractee will take all necessary steps to involve the affected public school divisions in the local decisions required for the proper operation of this special component of the total contract.

It is to be noted that these arrangements for local public schools are in addition to the contract resources to be provided the Department of Education as a state agency in its own right. That Department—as well as other state agencies—will be allocated specific contract services, capacities and products for its own programming applications. The VPTC will depend on the Division of Telecommunications of the Department of Education (as well as the Department of Community Colleges, the Council on Higher Education, and all other Commonwealth organs) to advise it annually of the specific services, capacities and products needed from the various telecommunications entities and facilities in the state. To the extent funds and circumstances allow, these requests will be met through the various VPTC contracts.

Where any conflict of contract allocations or functions arise be-

*—or at a convenient date to be set by the VPTC and the Department of Education.

tween the Department of Education and the local public schools, the VPTC will rely on the Board of Education to effect an appropriate resolution of the issues, unless the time-frame mandates an emergency and provisional ruling by the VPTC, to be made on advice of the Attorney General. In such instances, the contractee will accept the result formally endorsed by the competent authority within the Commonwealth government.

The VPTC understands that where the Department of Education mandates the use of any telecommunications materials or processes made available to the local public schools under this contract the local school divisions (and the contractee) will be obligated to carry out that mandate with dispatch and efficiency.

To the maximum extent feasible, the VPTC will delegate to the Department of Education, the Department of Community Colleges and the Council on Higher Education, the daily decisions and contacts required for an efficient application of those contract services, capacities and products to be made available to them by the various contractees. As a general rule, the VPTC staff will undertake direct representation to the contractees with respect to the telecommunications interests of any other Commonwealth agencies and institutions in the contract allowances.

In all instances, however, the VPTC will retain the active right and responsibility to monitor, evaluate and assess the performance of the contractee with respect to its stated obligations to the Commonwealth.

It is strongly to be emphasized that in carrying out its telecommunications contract management responsibilities on behalf of the organs of the Commonwealth (including the local public school divisions), the VPTC is in no way whatever to take upon itself the determination or censorship of the program objectives, strategies and content to be executed under the contract for the various Commonwealth agencies, institutions and subdivisions. Consistent with its management obligations, the VPTC may be called upon from time to time to set and justify reasonable priorities among the requests for allowable public telecommunications services, which will necessitate an examination and evaluation of program objectives, strategies and content by the VPTC.

The VPTC joins with the Department of Education in noting the surpassing importance of having divisional superintendents across the state continue to take a most active part in the on-going development and evaluation of ITV, and other technological, program services de-

signed to meet the identified needs of their own local schools. The two Commonwealth agencies believe that this Master State Plan will succeed in the public educational sector only to the extent that local school authorities commit themselves wholeheartedly to the accountable application of public telecommunications resources to their own critical educational needs.

6) While the contractee is to maintain complete management control over all the facilities and personnel to be provided under the terms of the contract, the VPTC, acting on behalf of the organs of the Commonwealth government, may choose from time to time, to appoint a limited number of persons (from Commonwealth staffs or from Commonwealth consultant rosters) to serve as directors, writers, studio teachers, researchers, instructional utilization specialists and the film-cameramen-editors on particular program projects to be effected through the contract arrangements. Where this is so, and if the contractee shall agree, the entity shall work cooperatively with such persons by setting up responsive administrative procedures through which appropriate requests and decisions can be conducted and implemented. If such persons are to be housed on the contractee's premises for more than brief occasions, the VPTC or the affected Commonwealth organ is directly to bear the reasonable costs of such space and related support services. The VPTC will be obligated to see to it that any such appointed persons faithfully observe the rules and procedures of the contractee, especially as they relate to the conduct of personnel while at work and to the handling and securing of equipment and supplies. It is to be understood that the use of such non-contractee personnel by the VPTC or other Commonwealth agencies is in no way to be allowed to reduce the contractee's own staffing assignments to the contract efforts involved except where the contractee has no stated obligation to provide such specialist personnel (e.g. in the Community College faculty). The Department of Education, Department of Community Colleges and the local public school divisions will definitely be expected to provide any noncontractee teaching specialists (or the funds to hire such persons) needed in connection with the allowable production of instructional programs through the contractee's manned facilities.

7) All materials and copyright properties produced for VPTC or other Commonwealth organs in consequence of the contract will become solely the possession of the Commonwealth of Virginia to be disposed of as the VPTC and the affected organs of Commonwealth government shall determine. Where copyright materials from other sources are used within Commonwealth program projects under the contract, it is to be assumed that the VPTC takes legal responsibility for their clearance

or for the consequences. Instructional materials developed under the contract for the Department of Education or the local school divisions will be available for broadcast or other use by any local school division so desiring, subject only to approval by the VPTC if expenses beyond contract allowances would be incurred in this supply.

The VPTC will, when necessary, enter into appropriate indemnification agreements to facilitate the use of materials produced for, owned by, or otherwise available to the Commonwealth.

8) The VPTC will provide designated and limited monies in the contract with which a contractee can acquire (through purchase, lease or rental) television or radio programs (or materials) aside from those:

a) to be developed and produced by the contractee's own facilities as a part of the contract arrangements,

b) to be supplied the contractee directly by VPTC or other Commonwealth organs, including the local public schools.

These limited monies can be expended by the contractees upon the request of the local public schools or other Commonwealth program instigators only in accordance with such priorities, procedures and accounting mechanisms as the VPTC may establish for such expenditures in the contract. It is to be noted that the programs or materials to be furnished the contractee directly by VPTC will have been specified and selected at the time of the contract authorization to the greatest extent possible. (Those programs or materials to be utilized in the public schools will be furnished by VPTC only at the explicit recommendation of a Regional Schools Contract Planning Committee which has been endorsed by local superintendents and then given formal approval by the State Board of Education.) Program acquisitions which represent costs beyond those allowed in the contract and which are separate from, or subsequent to, those specified in the contract itself must be undertaken with monies from the sources other than the VPTC, i.e. the local public schools, the Department of Education, the Department of Community Colleges, etc.

The VPTC will not provide any monies under this contract for the large-scale publication and distribution of any workbooks, textbooks or other auxiliary printed matter required, or useful to, particular programs or program series developed through, or transmitted in consequence of, the contract arrangements. Instead, the VPTC will maintain a special "printed materials fund" from which it will be prepared to pay for the publication and distribution of such support elements upon the specific request of any contractee and Commonwealth organ involved in radio or television program projects which can be shown to require

such materials for effective execution. Editorial and graphic design of such useful materials by a contractee will be encouraged, subject only to the limitations of facilities, capacities and personnel to be provided through the contract.

9) The VPTC and the contractee will agree that the contractee is not to collect any monies directly from local school divisions* except for any specialized or additional services or items not allowed under the contract (and not provided through the Department of Education.) The VPTC understands that at the same time this new contract policy becomes effective, the Board of Education will modify its own "ITV" support policies in such ways as will obviate the need for local monies in the derivation of the various services, capacities and products to be made available under the contract or directly from the Department of Education itself. The VPTC also understands that the modification of those "ITV" policies will also have the effect of requiring all local school divisions to spend specified funds in each school year on various categories of needed telecommunications reception equipment (receivers, MATV systems, VTR recorders, etc.) and on enhanced "utilization" skills for their teaching, administrative and para-professional personnel. The allocation ratio between the monies to be spent on equipment and training by individual school divisions will be determined by those divisions in consultation with the Department of Education and the VPTC. The portion established for equipment expense will be spent by the individual divisions with the advice of the VPTC, such responsibility ordinarily to be delegated and assigned on a practical basis to qualified Technical Services personnel made available under the contract. The portion established for training of school personnel in utilization skills of various and changing kinds shall be the responsibility of the local school divisions, aided by the advice and professional services of the Division of Telecommunications of the Department of Education; the training of utilization specialists shall be the responsibility of the Division of Telecommunications, Department of Education. The VPTC also understands that the Board of Education may determine to grant individual school divisions waivers of the expense requirement described in this section, or to provide state funds to meet these requirements where local exigencies mandate.

10) The contractee will agree that the VPTC, acting on behalf of the various organs of Commonwealth government, may from time to time provide television or radio programs (which have been produced by sources other than the contractee) to be transmitted, duplicated or distributed

*It is also assumed that the contractee will not seek monies from any other Commonwealth agencies or institutions for the kinds of telecommunications services, capacities and products available to them through the VPTC contract.

as a part of the contract arrangements. Such programs (or program materials) may be provided in mechanical formats or through direct interconnection systems. The contractee will make every effort to handle these programs as requested, provided they meet acceptable and apposite technical standards and provided they do not represent an interruption of the contractee's federal license responsibilities or prerogatives. The contractee also understands that programs developed and produced for the Commonwealth under the contract arrangement may also be made available by VPTC on behalf of affected Commonwealth organs, to any other Virginia-based contractee, broadcasting station or CATV systems for transmission, duplication or instate distribution.

The VPTC will, when necessary, enter into appropriate indemnification agreements to facilitate the use of materials produced for, owend by, or otherwise available to the Commonwealth.

11) The various policies generated in consequence of the contract arrangements should allow any local school divisions to make use of any and all instructional TV or radio programs transmitted by any of the contractee organizations and receptable at local school building, either directly or through intervening CATV systems. The individual school divisions will make arrangements to obtain accompanying workbooks, tests, schedules, instructions and other printed support elements from, or through, the Division of Telecommunications of the Department of Education. It is expected, however, that the VPTC will often designate the contractee organizations to store and distribute such materials to requesting schools. The contractees will be reimbursed for such instructional "support services" through the terms of the VPTC contract or, where contract allowances are exhausted, through special fees paid them by the Department of Education. Local school divisions will also be privileged to make use of council-supported instructional programs not directly receptable by broadcast or CATV means. Local divisions will forward their requests for such non-broadcast instructional resources to the Division of Telecommunications of the Department of Education. Then, to the degree the contract allows, the Department can arrange through VPTC for a contractee to "translate" the desired materials into appropriate helical-scan VTR or audiotape formats (usually of the cassette variety). These media elements will be shipped the requesting divisions for their classroom applications. Any costs which must be met outside the VPTC contract provisions will be the responsibility of the Department of Education, which may find it necessary to pass such costs back to the requesting school divisions.

12) The VPTC, acting on behalf of organs of Commonwealth government, may arrange with a contractee organization to have programs which

have been developed, produced or duplicated under terms of the contract, made available to Virginia CATV systems by various delivery means, including direct broadcast, common-carrier interconnection systems, ITFS networks, CARS or by means of videotape or audiotape mechanisms. Such CATV delivery services will be accomplished by the contractee within the allowable resources made available to VPTC under the contract insofar as is possible or feasible. Any additional costs arising in these arrangements must be met directly by VPTC or by the affected Commonwealth organ. In no instance shall the contractee be required to install, maintain or operate tape reproduction devices located in CATV head-ends (or CARS feed centers) nor shall any contractee be required to pay any line or cable lease fees needed for program delivery and distribution. These costs, where encountered, must be the administrative responsibility of VPTC or the affected Commonwealth organs.

13) While the contract will not include any provisions for monies with which the contractee organizations can buy, or help buy, capital facilities, (or any equipment beyond the spare parts and test apparatus level to be used in connection with the Technical Services component), the VPTC, if the situation requires and allows, may make funds available for the leasing or rental of needed facility elements. Where this is to be so, the contractee will notify the VPTC about the facilities specifically to be required so that explicit approval of the suggested arrangements can be given. If the facilities to be leased or rented are to serve in lieu of elements ordinarily to be made available under the contract terms, appropriate adjustments in the contractee's obligations must be made in writing by VPTC. Where possible, lease and rental arrangements should be identified at the time of contract specifications.

14) Because staff skills are essential to the effective and efficient operation of the various contract arrangements, the VPTC will be prepared to include in the contract, monies, specifically dedicated to the training, orientation and up-grading of identified categories of contractee personnel. The VPTC and the contractee, in close consultation, will determine mutually the particular training, orientation and up-grading experiences to which the identified personnel should be referred during the period of the contract. These special funds in the contract will be used to pay for any tuition and instructional materials costs to be incurred as well as any legitimate travel and lodging expense necessary. The funds may not be used for providing stipends to the trainees.

The identified personnel must be selected without regard to race, sex, religion, color or national origin, with special care taken to ensure

that selection techniques do not discriminate in any way against women or members of minority groups.

15) Should it occur that the VPTC is unable to contract for particular needed telecommunications services, capacities or products with one of the Virginia-based public telecommunications entities or other non-commercial radio/television organizations, the VPTC will be free to seek out and contract for such services from:

a) commercial suppliers in Virginia or elsewhere; or

b) non-commercial public telecommunications agencies and organizations based outside Virginia

In both such instances, the VPTC would devise its arrangements on normal Commonwealth contracting procedures rather than on the special policies described herein.

16) Ordinarily, the VPTC will request all the monies required for the sorts of telecommunications services contracts envisioned herein from the General Assembly at the time of the VPTC's regular biennial appropriation.

In drawing up such appropriations requests, the VPTC will largely depend on stated requirements for specific, or general, telecommunications services, capacities and products adduced from the various organs of the Commonwealth, including the state agencies, educational institutions and the public schools, always being careful to include some funds for a "margin" of uncommitted resources with which to meet unexpected emergencies and program contingencies.

Where appropriations fall under stated telecommunications requirements, the VPTC will be obligated to set firm priorities and to assess reasonable "share" costs among those agencies and institutions whose telecommunications needs are beyond the appropriation allowances.

The VPTC will also be free to seek out federal or philanthropic monies with which to expand contract service allowances, subject only to such controls as the Governor's Office and the Division of the Budget may choose to impose.

As a way of optimizing appropriated funds, the VPTC may require agencies whose budgets are substantially or totally dependent on special funding sources to contribute all, or part, of the cost of their share of any telecommunications services, capacities or products gained under a VPTC contract of the sorts described herein.

17) (Exceptions to the provisions in section 2 above) In drawing up public telecommunications services contracts with state-supported institutions

of higher education, or with public school divisions, the VPTC will base the total contract charges on the total costs actually incurred, including reasonable overhead and depreciation, but excluding any "institutional growth" figure. (All payments made under a contract with state-supported educational institutions will be accomplished through inter-agency transfers, with all appropriate cost supporting documentation to be processed as required by the Office of the State Auditor.)

It is carefully to be noted that the VPTC will not arrange contracts for public telecommunications services, capacities or products to be required solely by, in and for single state-supported educational institutions (colleges, universities, community colleges) or single school divisions. All such "internal" services, capacities and products must be provided by the same institutions or school divisions requiring them. (The VPTC staff will be available to such Commonwealth unit for advice and consultation on such activities and investment, if requested.) The VPTC assumes that technologically-facilitated extension and continuing education activities which are conducted largely away from the main or branch campuses of state-supported educational institutions are, by nature, not "internal" and therefore are susceptible to VPTC public telecommunications contracting procedures.

The VPTC notes, however, that those educational institutions which now operate various telecommunications resources of their own to produce and distribute instructional and informational materials appropriate to their legally established extension missions may continue to use such institutional facilities independently of VPTC contractual procedures if they wish.

18) In ways consistent with the policies described herebefore, the VPTC will be responsible for seeing to it that all instructional or informational programs of a manifestly functional sort which are designed, produced, distributed and evaluated under these public telecommunications services contracts will adhere to certain professional procedures.

All such program projects will go forward only after the initiating Commonwealth unit, the VPTC and a contractee have established clearly-stated terminal objectives which describe the effects, outcomes or "behaviors" desired for suitably identified audience groups. (Where feasible, techniques of observation, assessment and sociometric measurement should be devised and applied as a part of the project.)

A project task which has been thus objectified must then be reviewed by the VPTC, the initiating Commonwealth organ and the contractee and found genuinely worthy of the telecommunications investments

likely to be committed. This will ordinarily necessitate that the VPTC, the Commonwealth unit and a contractee closely examine alternative project strategies to ascertain the one most likely to prove effective at the least expense. (Where prior analysis is unavailing as to probable cost-effectiveness, subsequent analysis by the parties will become all the more important.)

19) Contracts drawn up by the VPTC for public telecommunications services, capacities and products will contain provisions by which the elements specified can be subject to reasonable "change orders" to be issued by VPTC during the course of the contract period if circumstances require and if the parties agree. The cost relationships involved in such changes must be agreed to by both the VPTC and the contractee. Change orders should not be used as a means of increasing the total payment due under the contract.

The contracts will also detail the schedule and methods of payment by the VPTC for services, capacities and products delivered by the contractee. As a general rule, the VPTC will arrange to have 50% of the monies due the contractee provided at the start of the contract period, with the remaining 50% to be paid out on a pro-rated monthly basis. It is to be understood that if the VPTC can show that a contractee has not completed its stated and ordered obligations under the terms of the contract, the contractee can be required to return to VPTC such monies as would reasonably reflect the value of the performance deficiency. To safeguard the handling of state funds, the VPTC will require that each contractee obtain a suitable performance bond, with the attendant costs to be borne by the contractee.

20) The VPTC acknowledges that it is in the continuing interest of the citizens of Virginia for the five established public telecommunications entities to grow in their service to their own regional communities. For this reason, the VPTC will view its program of Public Telecommunications Service Contracts, as described herein, as the primary means of contributing to the stability and service potentials of these entities. Even though the clear emphasis of the contractual arrangements will be to obtain the telecommunications services, capacities and products needed by organs of the Commonwealth government, the entities involved will be able, through resources gained under the contracts, to build basic service potentials of value to their own communities. Therefore, in assigning contracts among the various entities, care will be taken to try to ensure that no single entity earns so little that its basic service capacities are jeopardized. This is not to say, however, that the VPTC contemplates any precise formula for an equitable distribution of contracts among the entities. In allocating contractual responsi-

bilities and assignments, the VPTC will take into account such weighting factors as:

a) the differing technical capacities of the five entities
b) the special geographic resources conveniently available to the entities
c) the specialized personnel competencies manifest among the entities
d) the comparative cost structures of the entities
e) the overall financial needs of the entities judged in the light of their recognized service obligations and potentials.

21) Pursuant to powers granted it in the Code of Virginia, Title 22, Chapter 16, and in conformity with the polices set out herein, the VPTC asserts that no other organ* of the Commonwealth shall undertake to contract for, or arrange for, the kinds of public telecommunications services, capacities or products described herein unless such contracts or arrangements are executed in prior consultation with, and have the prior approval of, the VPTC.

It is also to be observed that in future, pursuant to its statutory mandate, the VPTC will also develop policies by which it can effectively assume contractual oversight and management responsibilities for other sorts of telecommunications facilities, services, capacities and products to be required by the Commonwealth, but not specifically discussed herein, or in II, III, IV or V hereafter. Such telecommunications elements (available from commercial or non-commercial sources) might include, *inter alia,* telephone and teletype interconnections; facsimile relay; controlled-scan video; compressed video; audio-rate-change technologies; laser relay; videodiscs; microwave relay; servo, telemetry and data signal relay; videophone; electro-writing; and telelecture. The development of policy sections of the Master State Plan for Public Telecommunications to govern Commonwealth relationships to such elements will be accomplished by the VPTC as rapidly as circumstances require and analytical resources permit.

It is to be understood, however, that those state-supported institutions which have historic, legal obligations to undertake on their own behalf various contractual arrangements for the design, production, distribution, utilization or evaluation of telecommunications-facilitated instructional and informational materials necessary to the execution of their special missions will not be required to refer such obligations to the VPTC for its approval if to do so would intolerably inhibit the expeditious execution of timely materials or would effectively compromise critical institutional relationships to funding or academic accrediting sources located outside the Commonwealth government.

*—as defined in footnote on page one of Section I.

CHAPTER II

POLICIES RELATING TO THE ACQUISITION, DEVELOPMENT OR IMPROVEMENT OF PUBLIC TELECOMMUNICATIONS FACILITIES WITH FUNDS MADE AVAILABLE FROM THE COMMONWEALTH THROUGH THE VPTC

CHAPTER II

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CHAPTER II

POLICIES RELATING TO THE ACQUISITION, DEVELOPMENT OR IMPROVEMENT OF PUBLIC TELECOMMUNICATIONS FACILITIES WITH FUNDS MADE AVAILABLE FROM THE COMMONWEALTH THROUGH THE VPTC

1) The VPTC neither asserts nor accepts any fixed and enduring obligation for seeking, through legislative appropriations, and making available, through grants, Commonwealth monies for the purpose of acquiring, developing, improving or replacing particular and identified public telecommunications facilities:

   a) to be owned by non-state entities, organizations or institutions

   b) to be maintained as a part of the assigned physical holdings of state organs, institutions or agencies.

2) In meeting its accepted obligation to provide the various organs of the Commonwealth—including the public schools—the telecommunications services, capacities and products they need to help carry out more efficiently their proper statutory purposes, the VPTC does acknowledge that, from time to time, it may need to help arrange for the acquisition, development, improvement or replacement of particular telecommunications facilities (including equipment, land and buildings) urgently needed by various telecommunications entities having a non-commercial, non-sectarian character which are, or could be, under contract to the Commonwealth to provide specific telecommunications services, capacities and products significantly dependent upon such facilities.

   Where VPTC studies show such facilities genuinely to be needed for the proper, contractable execution of the Commonwealth's telecommunications tasks, the VPTC should be prepared to recommend to the General Assembly that funds be appropriated to meet the ascertained requirements within the following conditions:

   a) the facility element will be utilized primarily, or very substantially, in connection with explicit and important tasks to be undertaken as a consequence of a current or pending VPTC contract with an eligible entity for such telecommunications services as program design, production or delivery.

   b) the total cost of the facility element cannot be met by the affected public telecommunications entity from its own available capital re-

serves or through investments generated through its receipt of philanthropic or other outside, non-state grant monies.

c) the total cost of all such facility elements for a given year is greater than 2½% of the VPTC telecommunications services contract which has been, or is to be, negotiated with the entity for the fiscal year in question.

d) the total cost of the facility element (or all such elements) for a given year is less than that arrived at by the following formula— 2½% × the entity's projected VPTC contract total for the year in question × 10 years.

e) the required capital monies shall be made available by the VTPC on a 50% matching basis, with the affected entity to certify the availability of the matching funds (or the fiscal equivalents therefor.)

f) the facility elements developed through a VPTC 50% grant of this kind will be utilized primarily, or very substantially, for the execution of VPTC telecommunications contract services, as specified, during the reasonably expected utility-terms of the facility elements involved.

g) the entities receiving such facility elements will not assess the VPTC any charges for their use under a VPTC telecommunications services contract, aside from those costs generated from purely operational expenses, including associated overhead and depreciation. This means that the entity will agree that facility elements acquired under this grant policy will not be charged against a VPTC telecommunications services contract so as to recover any of the original capitalization cost per se.

h) a VPTC grant for such facility elements will be for 50% of the actual cost of such a capital project. The grantee will have responsibility for providing such cost-supporting data and documentation as the VPTC and the State Auditor of Public Accounts will jointly require. (The grant conditions and terms relating to cost-supporting data and documentation as well as to items of cost allowance and to the certification of available and eligible matching funds will be those administratively in effect as of July 1, 1973, as shown in *Policy for Applications And Grants* dated October 6, 1970, and modified for administrative appropriateness.)

3) If the cost of required facility elements is, by an annual computation, less than that derived in c) above, the VPTC will expect their full cost to be borne directly by the contracting entity.

4) If the cost of the facility elements is greater than that derived from the formula in d) above, the VPTC might undertake to help arrange for funding assistance or other facility provisions on a very special basis. This could mean a grant of less than 50% funding; outright VPTC ownership of the facility elements involved; or underwriting a commercial loan to the entity.

5) Where special facility elements are required by other state-owned institutions or agencies to execute a current or pending VPTC Telecommunications Services contract (or to participate in the execution of such a contract), the VPTC, after a careful analysis of the facts obtaining, might join the Commonwealth organ involved in requesting legislative funds (for the full cost) to be appropriated to the affected organ directly. No VPTC funds will be intermingled in such capital outlays. (It is to be noted that the VPTC will not contract with any state-owned institution of higher education for telecommunications services, capacities or products to be required by, in, and for that institution alone. The same prohibition will also apply to single public school divisions and to single community colleges.)

6) From time to time, it will be necessary to obtain certain special facility elements and related services, particularly in the interconnective category, from supply sources other than the eligible telecommunications entities or other non-commercial institutions. Where such elements and services are deemed vital to the execution of Commonwealth telecommunications projects, the VPTC will request the Commonwealth to enter into such arrangements as will be appropriate in the circumstances. This special category or arrangement (with such suppliers as telephone companies, other common carriers and CATV franchisees) will be notably different from the sort of telecommunications services contracts the VPTC would negotiate with the eligible entities or with other non-commercial institutions in that these arrangements would conform to accepted principles and practices governing Commonwealth relationships with any commercial supplier.

7) The VPTC asserts the following priority factors as constituting the reasonable and general guidelines to be employed in assessing the relative merit and urgency of requests for telecommunications facility grants and budget endorsements in the fiscal period beginning July 1, 1974:
   a) Each public school in the state should be able regularly:
      1) to receive an adequate and pedagogically apposite signal from at least one of the non-commercial television transmitters or translators operated by one of the Virginia-based public telecommunications entities (directly or through intervening CATV or ITFS systems) or;

2) where such signals do not now exist and where facilitating broadcast installation investments would run significantly beyond $10 per new pupil served, to receive comparable numbers of pedagogically desirable ITV programs by means of video-cassette (or equivalent technological) systems.

b) Each state-owned university, college, community college, technical institute, correctional facility, research station, hospital, state agency branch office as well as virtually every public library, public or private hospital/clinic and publically-owned community-recreation center in the state should be able regularly:

1) to receive an adequate signal from at least one of the non-commercial television transmitters or translators operated by one of the Virginia-based public telecommunications entities (directly or through intervening CATV, ITFS, or mircowave systems); or

2) where such signals do not now exist or where the desirable audio-video delivery mode is not that of broadcasting, to receive apposite program materials by means of video-cassette (or equivalent technological) systems or, when practicable, by means of a state-wide educational/governmental interconnection system provided by the Commonwealth. (This same interconnection system should be employed to relay programs between the switching centers operated by the various public telecommunications entities.)

c) Virtually every home, apartment, office, factory, farm, non-state educational institution, and place of business in the state should be able regularly:

1) to receive an adequate signal from at least one of the non-commercial television transmitters or translators operated by one of the Virginia-based public telecommunications entities (directly or through intervening CARS/CATV systems); or

2) where such signals do not now exist and where facilitating broadcast installation investments would run significantly beyond $2.00 per new citizen potentially to be served, to receive apposite and desirable Commonwealth programming by means of local CATV systems supplied with such programs through mechanical or interconnective arrangements executed by the VPTC and/or by one of the Virginia-based public telecommunications entities or institutions.

d) Virtually every public school, university, college, community college, technical institute, correctional facility, research station, hos-

pital, state agency and agency branch office as well as virtually every public library, public or private hospital/clinic and publically-owned community/recreation center in the state should be able regularly:

1) to receive an adequate monaural signal (composed of main channel plus up-to-4 SCA channels) from at least one non-commercial FM radio transmitter on which Commonwealth contract audiobandwidth programs are broadcast (directly or through intervening CARS/CATV or ITFS systems);

2) where such signals do not now exist and where facilitating broadcast installation investments would run significantly beyond $1 per potential auditor to be served, to receive comparable kinds of apposite and desirable Commonwealth programs by means of local CATV systems supplied with such audiobandwidth programs through mechanical or interconnective arrangements executed by the VPTC and/or a public telecommunications entity or institution under contract to the VPTC; or

3) where the more desirable audiobandwidth delivery mode is not that of broadcasting, to receive apposite program materials by means of audio-cassette (or equivalent technological) systems or, where practicable, by means of a state-wide educational/governmental interconnection system provided by the Commonwealth. (This same interconnection system should be employed to relay audiobandwidth programs between the FM radio facilities under VPTC contract.)

e) Virtually every home, apartment, farm, office, plant, place of business, and non-state educational institution should be able regularly:

1) to receive an adequate monaural main-channel signal or any of up-to-4 multiplexed SCA signals from at least one of the non-commercial FM radio transmitters on which Commonwealth contract audiobandwidth programs are broadcast (directly or through intervening CARS/CATV systems); or

2) where such signals do not now exist and where facilitating broadcast/SCA installation investments would run significantly beyond $.50 per new citizen potentially to be served, to receive apposite and desirable Commonwealth audiobandwidth programming by means of local CATV systems supplied with such programs through mechanical or interconnective arrangements executed by the VPTC and/or by one of the Virginia-based public telecommunications entities or institutions.

The priority factors listed above are shown in descending order of need. It is to be noted carefully, however, that the VPTC has tried, and should continue, to implement progressive stages of development within various of the separate priority goals rather than trying to resolve them one by one. The emphases to be placed on the various factors and stages of development should always be a consequence of the dynamic, but well specified, telecommunications services, tasks, capacities and products actually required by the organs of the Commonwealth to help carry out their vital purposes on behalf of the citizens of Virginia.

The VPTC will participate in the development or enlargement of program and duplication facilities only if no other funding means can be found and only when such facilities are directly related to the effective execution of a Commonwealth telecommunications services contract.

The placement of such facilities in the VPTC's priority schedule should depend, in each instance, on their manifest contingency relationship to the priority factors enumerated above.

8) Pursuant to powers granted it in the Code of Virginia, Title 22, Chapter 16, and in conformity with the policies set out herein, the VPTC asserts that no other organ* of the Commonwealth shall develop or acquire any significant telecommunications facilities for the purpose of providing itself or others the sorts of public telecommunications services, capacities or products described in I herebefore without the coordinating approval by VPTC, except that, as noted in Section 5 hereabove, formal VPTC approval will not be required for telecommunications facilities if they are to be employed solely by, in and for a single institution of higher education, community college campus or local school division. Where Commonwealth facilities used for public telecommunications services, capacities and products already exist at the agency level, the VPTC will not now urge their disassembly or administrative relocation, but will, by the start of the biennium beginning in 1976, have conducted studies to recommend which of them should remain in operation, which should be eliminated, which combined or transferred.

It is also to be observed that in future, pursuant to its statutory mandate, the VPTC will also develop policies by which it can effectively assume appropriate coordinative oversight and management responsibilities for facilities and device systems to be required by the Commonwealth for telecommunications services, capacities and products not specifically discussed herein, in I, or III, IV and V hereafter. Such facilities (available from commercial or non-commercial sources) might include, *inter-alia*, telephone, teletype facsimile and data-relay systems;

*—As defined on page one of Chapter I.

microwave, laser and satellite systems; audio rate-change systems; and video storage systems. The development of policy sections of the Master State Plan for Public Telecommunications to govern Commonwealth relationships to such technological facilities will be accomplished by VPTC as rapidly as circumstances require and analytical resources permit.

CHAPTER III

POLICIES RELATING TO CERTAIN MINIMUM STANDARDS FOR CATV SYSTEMS

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1) Subject to any necessary FCC approvals or waivers, the VPTC shall require that, by March 31, 1977, all CATV systems operating in Virginia which have the required channel capacity will make one (6 mHz) channel available for "on-call" leased use by the VPTC acting on behalf of the various organs of the Commonwealth Government.

2) This "Commonwealth Access Channel" shall be leased by VPTC from local CATV systems at the prevailing hourly rate and on a strict basis of actual transmission use. (Where no lease rate has been established, the franchising authority and the franchisee must settle on one by March 31, 1977, seeking FCC approvals as may be required in the circumstances.)

3) In those CATV systems operating in one of the "Top 100 markets" (as defined in FCC regulations) this "Commonwealth Access Channel" shall be provided separate from, and in addition to, any channels dedicated to use by "local educational authorities" or by the governments of the local jurisdictions involved.

4) This "Commonwealth Access Channel" shall be receptable throughout each CATV System and shall not require converters at subscriber's receivers unless the converters are invariably provided as a part of the CATV service to the general public.

5) This "Commonwealth Access Channel" shall incorporate the use of two-way technologies (as defined by the Federal Communications Commission) where they are available for leased applications.

6) Scheduled use of the "Commonwealth Access Channel" by VPTC may be intermittent or continuous. Where VPTC schedule use is intermittent, the CATV system involved may make other (leased or free) usage of the channel, provided the VPTC may order up its use for Commonwealth-related programs on 24-hour notice.

7) Each Virginia CATV franchisee having a "Commonwealth Access Channel" capacity of the sort described above will be expected, after March 31, 1977, to provide (for reasonable fees) at its main head-end location, space and electrical facilities needed to connect into the main CATV feed system:

a) One-to-three helical-scan videocassette machines (or other comparable audiovideo storage mechanisms) supplied by VPTC (or its public telecommunications agents.)

b) And/or one-to-three audiocassette (or other comparable audio storage mechanisms) supplied by VPTC (or its agents.)

c) And/or electronic interconnection terminal elements (supplied by the telephone company, a common carrier firm, or the Commonwealth government.)

If and when the CATV franchisee can provide none of these devices or elements through lease agreements, the VPTC could employ such devices and elements of its own to insert program materials into the "Commonwealth Access Channel" (or, where VPTC allows, into other governmentally and educationally-dedicated channels of the CATV systems, including, where technically appropriate, audiobandwidth channels.) The VPTC will pay any reasonable system fees associated with the manned operation of such program insertion apparatus placed by VPTC on the premises of the system.

8) Where the franchisee has been required, or allowed, by the FCC to dedicate one (or more) channel(s) for use by "local education authorities," (i.e., the "Education Access Channel" specified in Section 76.251 (a) (5) of the FCC Rules and Regulations) the franchising authority will require a *"Committee of Education Interests"* (CEI) be established for the purpose of regularly advising the local authority and the CATV operator as to the specific applications, allocations, programming and other policy decisions affecting the operation of such an educational channel or channels. The CEI shall have no power of censorship over such channels.

9) The VPTC must approve and confirm the composition of the CEI.

10) The by-laws and amendments adopted for CEI operation must be approved by the VPTC. The minutes of its meetings and any other documentation which describes CEI decision-making processes and outcomes must be furnished VPTC.

11) The CEI must, in all cases, include one representative named by the Public Telecommunications entity whose District includes the franchise area involved. The other representatives should be drawn from:

a) the local public school division(s)

b) the State Department of Community Colleges

c) the State Council for Higher Education

d) any locally-based non-sectarian institution(s) of higher education

e) any local state-accredited non-sectarian private school(s)

f) the community-at-large

Proxy attendance will be permitted in all cases.
The CEI must be selected without regard to race, sex, religion, color or national origin, taking special care to ensure that selection techniques do not discriminate in any way against women or members of minority groups.

12) The meetings of the CEI must always be public. Their time and place must be given 10 days public notice, with an advance copy of such notice to be furnished the VPTC.

13) The VPTC will be allowed to send one or more official representatives to the CEI meetings for the purpose of making presentations about pertinent public telecommunications issues and then to participate in any ensuing discussion.

14) The VPTC will consult with the FCC and file with that agency such legal papers as may be necessary to effectuate the policies of the State Plan, including the creating of an administrative procedure for enforcing the Commonwealth's CATV policies.

CHAPTER IV

SPECIAL POLICIES RELATING TO TELECOMMUNICATIONS EXPERIMENTATIONS

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As a means of enhancing the efficiency and precision of the VPTC's public telecommunications services contracts and related facilities grants, the VPTC should undertake selective systematic research studies and technological experimentation to develop pertinent new data bearing on particular telecommunications investment potentials. Such experimentation is especially important in regard to videocasettes, the other newly emerging audio-video storage systems and the CATV technologies.

The two special experimental areas described hereunder are considered of high priority in the current period. The VPTC should be free to investigate additional experimental domains as new circumstances arise.

VTR MACHINES TO BE USED IN EDUCATIONAL AND TECHNOLOGICAL EXPERIMENTATION IN PUBLIC EDUCATION

1) The Council will *not* allow the purchase of helical-scan VTR machines (of reel-to-reel or cassette format) with monies made available to the telecommunication entities under the FACILITIES or TECHNICAL SERVICES programs *if* these machines are to employed primarily, or substantially, as:

   a) the means of extending ITV signals or services to schools located outside broadcast reception areas;

   b) means for the temporal management of ITV signals within schools or school systems; or

   c) means for accomplishing the in-school or in-class production-and-playback on non-broadcast instructional elements.

2) In these circumstances, the Council will consider, on a limited case basis, the cost-free provision of appropriate numbers and kinds of VTR machines (with related supplies, maintenance apparatus and maintenance personnel) to the telecommunication entities and cooperating school divisions *if* two conditions are met:

   a) there is satisfactory evidence that the requesting entities are proposing to utilize the machines to facilitate and conduct one or more significant EDUCATIONAL and TECHNOLOGICAL EXPERIMENTS leading toward the discovery of research data or policy principles potentially useful to the planning and growth of public telecommunications services in Virginia;

   b) there is a definite showing that the cooperating school divisions involved wish to have systematic access to the sorts of ITV services which can be made available through the VTR mediation of instructional materials furnished by the requesting telecommunication entity and/or by the Department of Education directly.

3) Where the Council undertakes to provide VTR machines for EDUCATIONAL and TECHNOLOGICAL EXPERIMENTATION, the following policies will be observed:

   a) the VTR machines (with related supplies and maintenance apparatus) will remain the property of the Council, with their functional assignments, maintenance and protection to be delegated to

the telecommunications entity (and cooperating school divisions) under terms specified in the design of one or more carefully monitored experiments;

b) the Council staff and the Telecommunications Division of the Department of Education will have joint management responsibilities for actively assisting the school divisions and entity involved to evaluate the experiments undertaken, in order that the results yielded can have the most useful planning value to the state government. The scope and methodologies of evaluation, which are subject to advance approval by all the parties involved, will include a wide range of psychometric, sociometric, economic, technical, legal and administrative data to be collected from, or by, the entity and cooperating school divisions;

c) VTR machines (with related supplies and maintenance apparatus) provided by the Council for such experimentation will be returned to the Council at the conclusion of the specified projects, unless the VPTC shall require some other disposition. In all events, the Council will seek to arrange for the efficient and legally appropriate continuation of ITV services at the affected schools, should the cooperating school divisions and entities so request and should experimental results so indicate.

VTR MACHINES TO BE USED IN LEARNING SYSTEMS EXPERIMENTATIONS IN CONTINUING AND HIGHER EDUCATION

1) The Council will not allow the purchase of helical-scan VTR machines (of reel-to-reel or cassette format) with monies made available to the telecommunication entities under the FACILITIES or TECHNICAL SERVICES programs *if* these machines are to be employed primarily, or substantially, as:

   a) the means of extending courses of instruction (formal or informal) from community colleges, institutions of higher education, other post-secondary educational agencies, or the State Museum of Fine Arts out to local libraries, community centers, neighborhood study centers, branch campuses or similar locations;

   b) the means for the temporal and spatial management of electronically designed course materials within the resident programs of such institutions;

   c) the means for accomplishing the design, production or validation of electronically-stored course materials by such institutions for use within their resident or extension programs.

2) In these circumstances, the Council will consider, on a limited case basis, the cost-free provision of appropriate numbers and kinds of VTR machines (with related supplies, maintenance apparatus and maintenance personnel) to entities and cooperating educational institutions (of the types indicated above in a) if two conditions are met:

   a) there is satisfactory evidence that the requesting entities are proposing to utilize the VTR machines to facilitate and conduct one or more significant LEARNING SYSTEM EXPERIMENTS leading toward the discovery of research data or policy principles potentially useful to the planning and growth of public telecommunications services in Virginia's continuing and higher education efforts;

   b) there is a definite showing that the cooperating educational institution involved is committed to the application of the instructional methodologies and materials to be acquired or developed in consequence of the device arrays to be provided through the Council and the supporting media services to be furnished, with Council or other state-level assistance, by the requesting entity.

3) Where the Council undertakes to provide VTR machines for LEARN-

ING SYSTEMS EXPERIMENTATION in continuing and higher education, the following policies will be observed:

a) the VTR machines (with related supplies and maintenance apparatus) will remain the property of the Council, with their functional assignments, maintenance and protection to be delegated to the entity (and cooperating educational institutions) under terms specified in the design of one or more carefully monitored experiments;

b) the Council staff, along with professional personnel from the legally competent state-level educational agencies, will have joint management responsibilities for actively assisting the participating educational institutions and entities to evaluate the experiments undertaken, in order that the results yielded can have the most useful planning value to the state government. The scope and methodologies of evaluation, which are subject to advance approval by all the parties involved, will include a wide range of psychometric, sociometric, economic, technical, legal and administrative data to be collected from, or by, the ETV organizations and cooperating educational institutions;

c) the VTR machines (with related supplies and maintenance apparatus) provided by the Council for such LEARNING SYSTEMS experimentation will be returned to the Council at the conclusion of the specified projects, unless the VPTC shall require some other disposition. In all events, the Council will actively seek to arrange for the efficient and legally-appropriate continuation of VTR-facilitated instructional services for the affected institutions, should the cooperating educational institutions and entities so request and should experimental results so indicate.

CHAPTER V

POLICIES RELATING TO THE OWNERSHIP OF TELECOMMUNICATIONS DEVICES AND FACILITIES DIRECTLY BY THE VPTC

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POLICIES RELATING TO THE OWNERSHIP OF TELECOMMUNICATIONS DEVICES AND FACILITIES DIRECTLY BY THE VPTC

1) The VPTC will ordinarly seek to avoid acquiring tele-media devices and facilities in its own name. Instead, the public telecommunications entities and the state-related institutions having operational involvement in public telecommunications services contract activities will be encouraged, or assisted, to acquire and maintain all such elements.

There will be two notable exceptions to this general policy:

a) the VPTC will acquire and maintain certain pieces of telecommunications monitoring equipment at its Richmond Offices so as to be able to audit, preview and evaluate programs and technological effects;

b) the VPTC will acquire and assign various pieces of technological gear directly associated with significant experiments in public or continuing education or in the application of telecommunications techniques to the design and delivery of Commonwealth informational services. The assignments of these designated equipment elements will be made on the basis of an experimental grant (of the sort described in IV). At the conclusion of such an experiment, the apparatus involved may be shifted by VPTC to other experimental purposes or may be made available to eligible bidders as surplus property, with the monies realized to be returned to the VPTC for its investment in contractual services, facilities grants, special research studies or additional experimentation.

If, in carrying forward the objectives of the Master State Plan, the VPTC should discover that there is no institutional "locus" in which certain major facilities or capacities can reasonably reside, then the VPTC might undertake the development, ownership and operation of such needed elements on its own.

CHAPTER VI

SUMMARY OF THE DUTIES OF VPTC STAFF AND PROFESSIONAL CONSULTANTS

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SUMMARY OF THE DUTIES OF VPTC STAFF AND PROFESSIONAL CONSULTANTS

1) Pursuant to the Public Telecommunications Act of 1972 and consistent with the requirements of the Master State Plan, the VPTC staff (and roster of professional consultants) will have a number of on-going responsibilities; mainly, to:

a) administer the VPTC telecommunications services contracts policies (described in I). This large-scale task category will comprehend several elements: systematic ascertainment of annual (or special) needs for telecommunications services, capacities and products by the various organs of the Commonwealth government, including the public schools; systematic analysis of the character and costs of telecommunications capacities available under contract to the Commonwealth; professional negotiation of fair and favorable contracts with appropriate telecommunications entities, institutions and other suppliers for the services, capacities and products required by the Commonwealth; regular evaluation of the continuing performance of the telecommunications contractee, as well as regular study of the cost-effectiveness of the contract tasks performed; processing of contract payments; liaison between contractees and Commonwealth agencies and institutions; and the budget planning and procedures associated with contract negotiations and execution;

b) administer the VPTC's public telecommunications facilities grants policies (described in II). This task category will include several steps: analysis of facility needs arising in direct connection with telecommunications services contracts or related projects; examination of the merits and urgency of facility needs and the costs thereof; the budget planning associated with facility grant proposals; the processing of grants payments requests; and the review of capital facility projects;

c) advising other Commonwealth agencies and institutions about their own investments in telecommunications resources and capacities, especially where such investments are substantially related to VPTC contract arrangements for Commonwealth telecommunications services (described in I and II);

d) design, administer and disseminate systematic research into tele-

communications potentials, costs, structures, devices, practices, outcomes and needs as they might, or should, influence Commonwealth investments, applications or policies;

e) assist the Commonwealth professionally to contract for and manage such telecommunications services, particularly of an interconnective sort, which are only available from commercial suppliers and which are needed in the efficient execution of the Commonwealth's telecommunications services contracts (described in I and II);

f) design fund and evaluate direct practical experimentation by appropriate agencies and organizations in respect to promising telecommunications technologies, techniques and policies (a set of experimental policies of this kind are described in IV);

g) assist the public telecommunications entities and organs of Commonwealth government, including the educational institutions, to identify required and efficient training experiences to which particular personnel could be referred; (discussed in section 14 in I) and to advise on those courses of professional study which might be offered by state-supported institutions to persons engaged in public telecommunications field or to those students who wish to become involved in the field;

h) study, recommend and administer "minimum standards" for local CATV franchisors which will assure the capability of developing and operating a statewide educational telecommunications network (or networks) which, would comprehend CATV elements. (Proposed policies of this kind are described in III);

i) promote aggressively the rationalized utilization of telecommunications capacities and devices by the Commonwealth, the cities, towns and counties and the citizens of the state to help solve significant informational, instructional and management problems with which they are faced.